

HOW KNOWLEDGE SHARING LEADS TO INNOVATIVE WORK BEHAVIOUR IN VIETNAMESE UNIVERSITIES

A Dissertation Presented

By

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ABSTRACT

Knowledge sharing (KS), a critical process of knowledge management (KM), is promoted by many universities, yet the success of KM initiatives mostly relies on the willingness of individuals to share their knowledge. However, KS has not always met many universities' expectations. Vietnam has shifted from a bureaucratically centralised planned economy to a market economy since 1986 placing big challenges on Vietnamese higher education in supporting a responsive national knowledge-based economy. To examine academics' knowledge-sharing behaviours (KSBs) in Vietnamese public universities, this study developed a new research model which modified the standard Social Cognitive Theory (SCT) model and augmented it with other theories (e.g. Theory of Planned Behaviour, Economic Exchange Theory, Social Exchange Theory).

This study used a mixed-methods sequential, explanatory strategy employing a quantitative data collection followed by a qualitative study. First, questionnaire surveys were conducted with a sample of 785 academic staff from public universities in Vietnam to: (1) examine the relationships between environmental-personal factors and KSB, moderated by transformational leadership, and (2) examine the relationship between KSB and innovative work behaviour (IWB), moderated by the quality of transactive memory systems (TMS). The current research used Structural Equation Modelling to assess the research model and test hypotheses. The significant quantitative findings were explored further in semi-structured interviews with seven experts from Vietnamese tertiary education to probe aspects of the KSB. The findings interpreted from both phases have shown that (1) two environmental factors (subjective norms, trust) and three personal factors (knowledge self-efficacy, enjoyment in helping others and reciprocal benefits) had positive impacts on KSB; (2) KSB had a strongly positive effect on IWB and; (3) transformational leadership positively moderated the effects of subjective norms, trust and knowledge self-efficacy on KSB of academic staff. Interestingly, two personal factors (expected organisational rewards and psychological ownership of knowledge) were found to have insignificant associations with KSB.

The study findings can be used by university leaders, academic staff and researchers in other contexts with similar characteristics in the region (i.e. Southeastern Asia developing countries). A clear understanding of the critical factors influencing KSB towards better IWB may help Vietnamese educational policymakers and university leaders develop suitable strategies to address the challenges of KS. This study contributes to the growing literature of KM, bringing Vietnam into the world map of KM research.

CERTIFICATE OF ORIGINAL AUTHORSHIP

I, Van Dong Phung declare that this thesis, is submitted in fulfilment of the requirements for the award of Doctor of Philosophy, in the Faculty of Engineering and Information Technology at the University of Technology Sydney.

This thesis is wholly my own work unless otherwise reference or acknowledged. In addition, I certify that all information sources and literature used are indicated in the thesis.

This document has not been submitted for qualifications at any other academic institution.

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LIST OF ABBREVIATIONS

AGFI	Adjusted-Goodness-Of-Fit
AMOS	Analysis of Moment Structure
AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CFI	Comparative-Fit-Index
CR	Critical Ratio
<i>DF</i>	Degree of Freedom
EET	Economic Exchange Theory
EFA	Exploratory Factor Analysis
GFI	Goodness-of-Fit Index
HANU	Hanoi University, Vietnam
HREC	Human Research Ethics Committee
ICT	Information And Communications Technology
IFI	Incremental-Fit-Index
Intvee	Interviewee
IS	Information Systems
IT	Information Technology
KM	Knowledge Management
KMO	Kaiser-Meyer-Olkin
KMS	Knowledge Management Systems
KS	Knowledge Sharing
KSB	Knowledge Sharing Behaviour
MIS	Management Information Systems
ML	Maximum Likelihood
MOET	Ministry of Education and Training, Vietnam

NAATI	National Accreditation Authority for Translators and Interpreters
NFI	Normed Fit Index
PCA	Principal Component Analysis
PCFI	Parsimony Comparative Fit Index
PGFI	Parsimony Goodness-Of-Fit Index
PNFI	Parsimony Normed Fit Index
RMR	Root Mean Square Residual
RMSEA	Root Mean Square Error of Approximation
SCT	Social Cognitive Theory
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SPSS	Statistical Package for the Social Sciences
TLI	Tucker-Lewis-Index
TPB	Theory of Planned Behaviour
TRA	Theory of Reasoned Action
UNESCO	United Nations Education, Scientific, and Cultural Organization
UTS	University of Technology Sydney
WB	World Bank
χ^2	Chi-Square